

**MCMP DEFINITIONS
MCMP NOTES ON MENTORING
EXAMPLE TYPICAL MENTORING SESSION
AND FREQUENTLY ASKED QUESTIONS**

MCMP DEFINITIONS

(1) Mentor. A Marine leader senior to his/her Marines in the chain of command. For instance, a Fire Team Leader is Mentor to his/her fire team members. A Squad Leader is Mentor to his/her Fire Team Leaders. A Mentor is responsible to the chain of command for the professional and personal goals of the members of his/her team (Marines) and accountable to the chain of command for the actions of his/her Marines.

(2) Marine Mentee. Every Marine is a Marine mentee to a Marine senior in his/her chain of command. A Marine mentee is responsible for his/her actions and the actions of his/her buddy and accountable to his/her Mentor and his/her buddy. A Marine mentee makes every effort to improve in the professional and personal aspects of his/her life, advancing towards his/her identified goals in order to improve his/her worth to the team, the unit and the Corps.

(3) Buddy. Every Marine is a buddy to another Marine peer in his/her team. A Marine buddy is responsible for his/her buddy's actions and accountable to both his/her buddy and mentor for their own actions - ALL THE TIME AND FOR EVERY CIRCUMSTANCE!

(4) Combat Readiness Percentage. CRP in the Mentoring Program is an informal means for junior leaders to assess their Marines, the impact their Marines have on the readiness and capabilities of the team, and to assess whether individual Marines and the team are advancing readiness or hindering readiness. CRP is a useful tool, in the Mentoring Program, to help junior Marines understand that everything they do, or don't do, has an impact on the team and the team's readiness for combat or deployment. Without full positive engagement of every team member, the team will suffer. CRP in this case is not tied to Training and Readiness Manuals and is not a formal assessment.

(5) The Marine Corps Mentoring Program Guidebook, (enclosure (2)), is a reference publication that assists all Mentors with the accomplishment of their task to develop, guide,

and counsel Marine mentees. It is a clear and concise guide to mentoring Marines. The Guidebook is an encyclopedia of information designed to assist the Mentor in developing his/her Marines, and to get the Marine mentees actively involved in thinking about and becoming more aware of their responsibilities to the team and the Corps. It assists the Mentor in resolving problems that they and their Marine mentees encounter. The Guidebook will provide answers on where to go and what resources are available to assist the Mentor guiding and developing his/her Marines. Every Mentor should consult the guidebook before mentoring Marines and use it as a reference when needed.

(6) Leader's Mentoring Log Worksheets, (enclosure (3)), are worksheets that will be typically used with a leader's notebook like the Platoon Commanders Notebook. The worksheets come in useful formats for use in full-size, 8.5 by 11 inch three ring notebooks to cargo-pocket friendly sizes, which could fit in a smaller size "day-runner" size notebook. The worksheets contain basic instructions for use, Mission and Goals Form for recording the unit's mission, the Marine mentee's critical role to support the mission, and the Marine mentee's professional and personal goals and tasks. The worksheets include the Marine mentee's Honor, Courage, and Commitment self-assessment and a Common Combat Skills checklist. The worksheets are leadership tools used by the Mentor and Marine mentee to appraise the effectiveness of a Marine's performance. They form the basis for the Mentor's personal evaluation of the Marine mentee's preparations and readiness for deployment. Some aspects of performance within the Marine mentee's personal and professional ability can be reduced to objective measurement, but the Marine mentee's performance and worth to the team may also be captured against more subjective factors. The object of this tool is not merely to capture data points but to make it a useful tool in the process of developing Marines and Marine leaders.

Notes on Mentoring

1. Mentoring is an interpersonal and interactive process where a more experienced Marine provides insights, information and guidance to a junior Marine in a structured and planned way. The Marine Corps Mentoring Program focuses on the relationships formed naturally within our chains of command. It utilizes shared commitment to the team and unit mission as a formula to focus the efforts of individual Marines, leaders and other Marine team members upon individual and team improvement. The program develops and bolsters the individual Marine's commitment to being a Marine "24/7" and further inculcates in Marines a sense of responsibility and accountability for their individual actions and the actions of their buddies and team members.

2. A Marine is either improving and adding to the team or is not improving and holding the team back. A Marine's actions, on duty, leave, and liberty, 24 hours a day, 7 days a week effects the team and other team members. Marines who are struggling with personal or professional problems and challenges are less than full contributors to accomplishing the team and unit missions. Mentors have the obligation to assist their Marine mentees to identify and overcome challenges, set goals for personal and professional improvement, and map out a plan with identified and achievable tasks and goals. The Leader's Mentoring Log worksheet is a key tool used by Mentors and Marine mentees to help define, record, and track progress towards personal and professional goals. Some Marine leaders already provide their Marines similar guidance and help. The Leader's Mentoring Log worksheet then becomes a tool for them to record and track their efforts and provides individual Marines a means to gauge their progress.

3. Key to the mentoring program is a shared understanding, throughout the chain of command, of unit and team missions. This articulation of unit/team mission starts at the top with the unit commander. Typically at the battalion/squadron level, the commander will describe the mission of the unit to his/her Marine mentees/subordinate commanders. For instance, in a rifle battalion the battalion commanding officer might typically mentor his/her executive officer, sergeant major, operations officer, and company commanders. He articulates his/her vision of the unit mission based on unit METL, upcoming deployment/exercise schedules, his/her vision of the training plan, guidance from higher headquarters, the division campaign

plan, etc. This goes well beyond the usual "close with and destroy the enemy" mission of every Marine infantry unit and will help focus unit/team efforts. A company commander then distills down his/her execution paragraph, his/her goals and tasks for his/her unit, and restates that to his/her Marine mentees (typically the company XO, company First Sergeant, company Gunnery Sergeant and platoon commanders) as his/her mission statement. The effort carries down to the lowest level in the rifle battalion, right down to the Fire Team Leader and the Fire Team members. This full articulation and shared understanding of the mission and execution paragraphs for the unit/team is a powerful tool which will more closely tie every Marine to the goals of the unit and provide a framework for individual counseling and goal setting.

4. Combat Readiness Percentage in the Marine Corps Mentoring Program doesn't describe the formal assessment of a unit's readiness as prescribed by Unit Training Management models and Training and Readiness Manuals. Rather the term is used by Mentors as a framework method to track the progress of their Marine mentees towards set goals and help their junior Marines understand the impact to the team's readiness of their personal and professional decisions, both positive and negative. Marines should understand that everything they do, on and off duty, whether personal or professionally related, effects the capability of the team to perform its mission successfully. Positive actions and improvement will have a positive impact on the team and its members, negative actions will degrade unit capabilities.

5. The Marine Corps Mentoring Program Guidebook is a compendium resource and ready reference for Mentors to use as a tool to help guide and focus their Marines' efforts. While the guidebook encompasses a lot of useful information, it doesn't replace Marine Corps Orders and other publications. It does help junior leaders identify where to go to find help.

6. MOS Roadmaps (available on the TECOM website at URL <http://www.tecom.usmc.mil/g3/roadmap.php>) are a key tool for Mentors to use to help their Marines plan and improve MOS skills and prepare to lead in their MOS.

Example Typical First Mentoring Session

A Marine will first be introduced to the USMC Mentoring Program by their Senior Drill Instructor at bootcamp. DIs are in "continuous" mentoring mode with recruits and, typically, this introduction to the program will not include a full mentoring session. At Marine Combat Training, squad advisors will take the opportunity to further introduce the Mentoring Program to new Marines. MOS schools are typically where Marines will have their first true Mentor. Squad/section/class advisors will mentor their student/team members. MOS Roadmaps will be a primary tool for Mentors to explain to their Marine mentees MOS skill progression. MOS Roadmaps assist Mentors and Marine mentees to prepare a viable, achievable plan of action for junior Marines to help them focus efforts on individual improvement and preparation for assuming greater responsibilities.

When a Marine joins their first permanent duty station, it is incumbent on the chain of command to ensure Mentoring occurs quickly and effectively. Mentors must be acquainted with their roles and responsibilities. The mentoring session typically starts with the Mentor stating the unit/team mission to the Marine mentee who will write that mission down on the Mentoring Worksheet to use as a reference. The Mentor must ensure that the Marine mentee understands the team's mission. The Mentor describes what is expected from the Marine mentee as a member of the unit. The Marine mentee's role in the unit is translated into the Marine mentee's critical "execution" statement in support of the team's mission. "What does the Marine mentee need to do to support team success?" Mentor and Marine mentee will discuss what the Mentee thinks are his/her strengths and weaknesses and agree on several goals for improvement for the Mentee. These goals should be relatively short term and must be reasonably achievable within a set time frame. Improvement is the goal. Mentor and Marine mentee should discuss problem areas, the Mentor should specifically set out their expectations for Mentee as a team member. The Marine mentee should be assigned a Buddy from within the team. The Mentor must ensure that the Marine mentee understands that he/she is responsible for their individual actions, for the actions of their Buddy, and accountable to their buddy and their Mentor for everything they do, on duty, leave and liberty, 24 hours a day, 7 days a week.

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Mentoring is a continuous effort and shared responsibility between Mentor and Marine mentee. The goal is continuous improvement and achievement of personal and professional goals that lead to an increase in an individual Marine's abilities and the team's capabilities.

Frequently Asked Questions**1. Don't we do this now?**

Although informal mentoring exists, not every Marine is mentored and there is no formal direction to the current mentoring construct. Furthermore, there is evidence that Marines don't view themselves as Marines 24/7. The combat cohesion that exists in OIF is often not sustained back at home. As a result, Marines are more susceptible to problems such as financial or family issues, drinking & driving, etc. These problems hurt our combat readiness but can be anticipated and addressed with appropriate mentoring.

2. What's a mentor? Who are my Marine mentees?

Every Marine from the private who is graduating from recruit training to the unit commanding officer needs a mentor to provide guidance and leadership. Under the Marine Corps Mentoring Program, your immediate leader will be your mentor and the Marines that report to you will be your mentees. For example, an infantry squad leader will be the Mentor and his three fire team leaders will be the mentees.

3. Why use the term 'mentoring'?

A Mentor is defined as a "...wise adviser, teacher and guardian." Mentoring is not a new concept for Marines. Indeed many, but not all Marines, are "mentored" by a Marine senior to them. These informal relationships have had positive impacts on our Corps. But, not every Marine is mentored and there is no formal direction to the current mentoring construct.

4. Why can't I pick my own mentor?

To ensure the program is implemented effectively Corps-wide, it's necessary to use the chain of command. Since the immediate supervisor is held accountable for the actions of his Marines and the accomplishment of the unit's mission, it's important that he understands and is involved in the professional and personal life of his Marines.

5. Isn't this another way to evaluate me or punish me?

The goal of the Marine Corps Mentoring Program is to help

you become a better Marine by (1) ensuring you know your role in supporting the unit mission, (2) identifying specific goals for your personal and professional improvement, and (3) working closely with your direct leader to ensure you're making progress on these goals.

6. How am I supposed to use the mentoring guidebook?

The purpose of the Guidebook is to assist the mentor in learning more about his Marines, understanding their motives, and enabling him to help them become better Marines. This Guidebook cannot possibly be all encompassing. It is intended to assist and point you in the right direction.

7. Am I supposed to ask all the questions in the Guidebook?

No. The purpose of the assessment questions is to provide the Mentor with some starter questions to get the conversation going around a specific Honor, Courage, and Commitment item. It's important to remember that the mentoring session should not be an interrogation, but a free-flowing discussion about the Marine mentee's role in support of the unit mission, personal/professional goals, and the areas where he/she needs help.

8. How does this differ from counseling?

This mentoring program is intended to replace the counseling program. The counseling program focused on duty performance and was primarily structured for the junior Marine. The mentoring program is intended to encompass all aspects of every Marine's life.

9. How can I be a good Mentor to my Marines?

The most important characteristic of an effective Mentor is to have a **genuine concern** for your Marines. In addition, the following five skills will further enhance your ability to be an effective Mentor:

(1) **Self-awareness & discipline.** Being honest with yourself and demonstrating poise and composure are elements that can help to create an environment of trust.

(2) **Open-ended questions.** Asking open-ended questions that can't be answered by a simple "yes" or "no" prompts the Marine

mentee to talk more. This can result in more information about where the Marine may be struggling.

(3) **Listening.** Listening is essential to understanding better what makes the Marine "tick" - what his motives, goals, and passions are.

(4) **Empathy.** Empathy is the ability to understand the emotional makeup of your Marines. It requires understanding their perspectives, sensing their emotions, and taking an active interest in their concerns.

(5) **Feedback.** Feedback is important to ensure the Marine understands not only where he needs to improve but more importantly areas where the Marine is performing well. Feedback must be consistent and timely to be effective.